



Philadelphia

# DOWNTOWN TRENTON AND NJ29

Trenton, New Jersey

Technical Assistance Panel | October 9-10, 2025



# About

## Urban Land Institute

The Urban Land Institute (ULI) was established in 1936 as a nonprofit educational and research institute. It is supported by more than 45,000 members in 82 countries representing all aspects of land use and development disciplines. ULI's mission is to provide leadership in the responsible use of land to create and sustain thriving communities worldwide. ULI Philadelphia has more than 900 members in the Philadelphia District Council, which includes the Philadelphia metropolitan area, Central Pennsylvania, Delaware, the Lehigh Valley, and Southern New Jersey. ULI provides guidance to nonprofits and municipalities seeking solutions to land use challenges. Its Technical Assistance Panels objectively evaluate specific needs and make recommendations on implementation in an atmosphere free of politics and preconceptions. ULI member and non-member professionals provide their expertise in a voluntary capacity and each has signed an agreement to prevent current and potential conflicts of interest.

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Since 1947, the ULI Advisory Services program has assembled well over 700 ULI-member teams to help sponsors find creative, practical solutions for complex land use challenges. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services. National and international panelists are specifically recruited to form a panel of independent and objective volunteer ULI member experts with the skills needed to address the identified land use challenge. The program is designed to help break through obstacles, jump-start conversations, and solve tough challenges that need an outside, independent perspective. Three- and five-day engagements are offered to ensure thorough consideration of relevant topics. An additional national offering is the project analysis session (PAS) offered at ULI's Fall and Spring Meetings, through which specific land use challenges are evaluated by a panel of volunteer experts selected from ULI's membership. This is a conversational format that lends itself to an open exchange of ideas among diverse industry practitioners with distinct points of

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Cover photo: ULI panelists toured the study area with public sector leaders. (ULI)

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## Acknowledgments

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The panel would also like to thank the municipal, state, and county representatives and the engineers, architects, planners, transportation representatives, local nonprofits, and other stakeholders for sharing their insights and perspectives during the interview sessions.



# Executive Summary



sponsors are encouraged to focus on iterative strategies that will build momentum and help (re)connect the study area parcels to downtown, building the case for more development to come.

## Urban Design

The opportunity to reclaim the historic urban fabric of the study area and reconnect the street network to the rest of downtown can help create development opportunities that will serve the area as well as the broader downtown neighborhood.

**Adjust the street grid.** Reclaiming the street grid and repurposing the parking lots will be foundational for increased economic activity in the area in advance of other infrastructure investments and can help build the business case for future improvements. In addition to this fundamental approach, there are additional actions that can help increase the value of the land within the study area, which can help stimulate future investments:

- Shift Warren Street to the west, creating more developable land that is directly connected to the rest of downtown.
- Reconfigure Market Street to create two separate, smaller streets going into and out of downtown and implement previous plans that call for improved bicycle and pedestrian connections from the Transit Center to the waterfront area.

**Address continuing parking needs.** The area's current surface parking lots could be put to a more productive use, yet parking

remains a significant support function for the district's state office buildings. With the addition of a parking garage, several surface lots could be converted to a higher and better use as the need and demand dictate.

**Plan for future land uses.** The Sponsors are encouraged to consider potential future uses in the area and position parcels accordingly. In addition to new commercial uses on the converted parking lots, additional green space could benefit residents, employees, and visitors. The panel also identified the parcels that might work well for new buildings in the study area, supporting a more active streetscape in this part of downtown.

## Programming

Rather than using a "build it and they will come" approach that would lead with the highway repositioning and construction of the riverfront park, both of which will take years to complete due to size and scope, the panel recommends building early momentum through programming. Data and information gathered from users' experiences of that programming can then be used to inform future land uses.

By programming the parking lots in the study area with pilot projects, project leaders can begin to change the habits and mindsets of residents, area employees, and visitors. These pilot projects can help shape a data-informed strategy for streets and park space and serve as important proof-of-concept ideas for future commercial uses. A phased programming approach could include:

- **Phase 0: Activate the area.** This first phase uses empty parking lots for temporary pop-up activations. A management company could be hired to launch the programs, sign the contracts, and manage the events. Data collection, through tools like QR code surveys and Placer AI, can gather consumer feedback and build the market data needed for future business decisions. Using movable, flexible activations can help ensure that the area remains weather and flood-resilient.
- **Phase 1: Gain early wins.** Successful phase 0 activities are strengthened, and additional ideas are tested during this phase. Weekend activations and opportunities to work with artists can help engage more of the public, as will timing that appeals to both office workers (afternoon) and residents (evenings). Data collection remains important, and establishing a small business incubator at this stage could prove helpful.
- **Phase 2: Identify concrete steps.** Continue to refine offerings and identify a reliable long-term income stream that can fund ongoing activations and support future district improvements and activities.
- **Phase 3: Establish operational sustainability.** While early phases focused on building a market, this phase may shift programming to parks and other designated open spaces. Permanent business support structures should be put in place, including programming to support businesses.

## Governance

The range of the public entities involved in the redevelopment of the study area is wide, and the complexities of navigating those entities may slow progress. The following structural recommendations may help keep the work moving.

### **Establish a taskforce to guide the work.**

Members would include the City of Trenton, Mercer County, the Treasury of the State of New Jersey, the New Jersey Department of Environmental Protection, the New Jersey Department of Transportation, the Economic Development Authority, the New Jersey Housing and Mortgage Finance Agency, Capital City Redevelopment Corporation, the New Jersey Department of Community Affairs, and other state-level stakeholders. A point person must be identified to serve as a central point of contact and ensure messaging across constituencies.

**Consider using a special improvement district.** Whether by expanding an existing improvement district or forming a new one, the study area would benefit from centralized management by a special improvement district (SID). In its formation, the SID will need a board, a clear mission, and articulated responsibilities, a primary focus of which should be ensuring that the area remains clean and safe.

**Utilize a redevelopment organization.** A redevelopment organization for the district can help ensure that someone remains laser-focused on the progression of development in the area. The organization would plan for

the disposition of state-owned assets, work with the City to create redevelopment plans, and coordinate with the taskforce on the NJ29 redevelopment plans and progress.

## Messaging

The following core messaging elements can help taskforce members, development partners, and community members remain engaged over the course of the multiple years required to redevelop the study area and address NJ29.

- This is not just another government project. It will be important for the public to know that the redevelopment work across the site will provide private sector, nonprofit, and quasi-governmental entities with opportunities in the development work.
- Existing businesses are key to downtown's success. Economic development messaging should seek to retain existing businesses, encouraging growth into the district, as well as attracting new business tenants.
- The redeveloped area is a place to explore and demonstrate creativity, opportunity, sustainability, and environmental resilience. This messaging could provide the type of energy that could rally both residents and businesses.

The following additional themes may need to be folded into the broader messaging about redevelopment in the district.

- This is an opportunity for increased municipal revenue.

- Redeveloping state owned land for private development supports municipal operations by increasing the city's tax base.
- There is an exciting opportunity to cross-pollinate ideas and expertise across the various levels of government.
- Job growth is a clear joint goal.
- A dedicated digital project page would be a welcome resource for project partners.

## Conclusion

Reconnecting the community to its street network and the Delaware River is an exciting proposition and one that could create transformational change in the city of Trenton. As Sponsors and project partners consider the next best step forward, the ULI panel presented a series of interim steps that can begin to activate the area in question now, in a matter of a few months, as the project partners continue to work on the long term infrastructure investments. These early steps are important as it is these early activations and programmatic activities that can lay the foundation for a future thriving district. By using an incremental, data-informed approach, project partners can begin to shift perceptions about the area, start to draw people in to engage with the space and one another, and build the business case for future investment and development that will draw Trenton closer to the Delaware River and the recreational opportunities that the riverfront can provide.



# Introduction and Background

In the pursuit of a new transportation infrastructure, urban renewal efforts in the 1950s and 1960s cleared blocks of neighborhoods in downtown Trenton and eliminated a park that once bordered the Delaware River. The result, NJ Route 29, is a limited-access highway that runs along the river, creating a significant barrier between the city, its residents, and the river beyond.

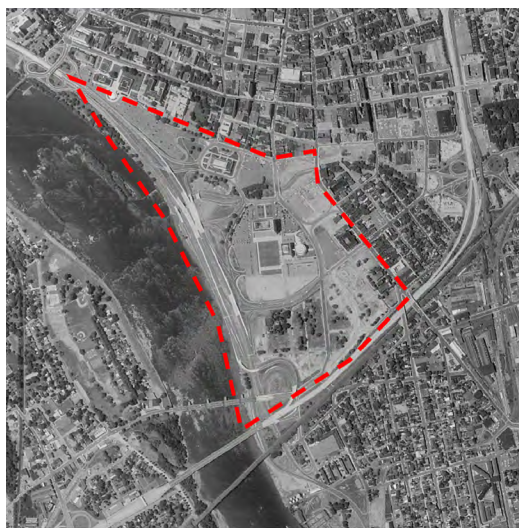
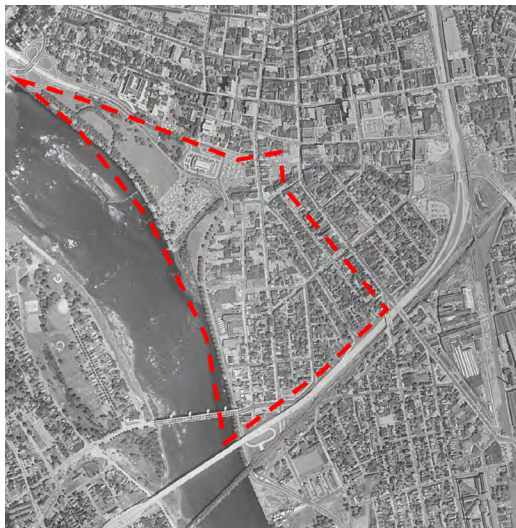
Over the course of the last several decades, public sector agencies and Trenton's civic leaders have considered how to repair the damage created by NJ Route 29 (NJ29) and reconnect the city's urban fabric. The formation of the Capital City Redevelopment Corporation (CCRC) and the release of its Renaissance Plan in the 1980s marked the first major steps toward re-envisioning the roadway and reconnecting the city. In 2009, the release of the New Jersey Department of Transportation's feasibility assessment marked another significant step forward

toward reclaiming the land along the river by proposing a shift in NJ29 from a limited-access highway to a connected and signalized urban boulevard. Progress stalled, however, until 2023, when Mercer County received a federal grant to conduct a Local Concept Development Study, bringing the 2009 feasibility assessment current and identifying potential paths forward for a reconfigured roadway.

In the summer of 2025, with concept proposals in hand from Stantec, the State of New Jersey Department of the Treasury, Delaware Valley Regional Planning Commission, and Mercer County (together the Sponsors) turned to the Urban Land Institute Philadelphia district council (ULI) for guidance. Specifically, the Sponsors asked ULI to evaluate the opportunities to reconfigure the roadway and open new land for development—both riverfront park development and potential new commercial

## Questions for the Panel

- How can the project partners effectively communicate the varied impacts and benefits of this work to all stakeholders?
- How can multiple agencies work together to create conditions to motivate developers to build / redevelop within the study area, with a focus on the state-owned surface parking lots?
- How can the design of the street level and river's edge be functional as a park amenity given the requirements to meet flood resiliency standards?
- What strategies and investments can be put in place to improve quality of life for residents, and bolster local businesses to thrive?
- Over what timeframe and order of steps should the project partners take to achieve their long-term vision and development goals for the study area?



Images show the study area prior to the construction of NJ29 in 1958 (left) and the area after in 1970 (right).

development on state-owned surface parking lots. The study area identified by the Sponsors was bound by US Route 1 to the south, Calhoun Street to the north, the Delaware River to the west, and downtown Trenton at roughly Broad Street to the east.

ULI, using its trusted and objective two-day technical assistance panel (TAP) program, assembled a panel of real estate professionals with expertise in the areas of real estate development, urban planning, architecture and urban design, transportation engineering, landscape architecture, district management, and land use law. The panel toured the study area with the Sponsors, experienced the pedestrian environment first-hand, and noted the current uses found across this section of downtown Trenton. Following the tour and briefing by the Sponsors, the panel interviewed 28 community and downtown stakeholders and spent the remainder of their time deliberating their findings and drafting a set of recommendations the Sponsors can consider as they explore the best path forward for redevelopment of this portion of downtown.

## Recent Studies

With the help of engineers at Stantec, the City of Trenton and Mercer County have been evaluating and reviewing with the public options for redesigning NJ 29, including an inland alignment and reconstructing the roadway on its current alignment. As the City and County had not yet selected the preferred roadway plan at the time of the TAP, the panel identified an alternative it believed

## What the Panel Heard

The panel interviewed leaders and staff from the City, County, and State agencies, developers, industry experts, business owners, nonprofit organizations, and residents who shared this feedback:

### Economic Development

- There is a great opportunity to do big things here.
- The city and the region want new, more diverse employment opportunities.

### Infrastructure and Transportation

- The NJ29 realignment could be transformative for ancillary development.
- Parking needs are central to existing and future uses.
- There is a desire to connect the study area to downtown and the Trenton Transit Center.

### Stakeholder Alignment

- There is a strong need to balance interests across stakeholder groups.
- Governmental entities have distinct strengths that could be leveraged in the work.
- Messaging is important and there is a need to have a lasting message that appeals to each stakeholder.

### Downtown Revitalization

- Redevelopment efforts should leverage the area's historical fabric, Mill Hill, etc.
- Activating spaces now can help build connections from downtown to the study area (and its parking lots), building it up as a destination.
- Any plans for State parking lots need to be connected to broader downtown planning.

### Development and Density

- Bringing density to the study area should start with strategic density featuring mixed-use and mixed-income buildings.
- Development in the area should support the creation of walkable urban environments that serve current and future residents.
- Projects should strive to integrate community safety and local business opportunities.

represented the better approach for the area and formed its recommendations using that approach. The shift in the roadway would create multiple benefits for the community.

- The NJ29 roadway, which is prone to flooding from the Delaware River, would be moved inland and raised out of the

floodway, reducing or eliminating future road closures and related traffic issues.

- The shift in the roadway inland brings considerable riverfront acreage into play as potentially new park space.
- The newly raised roadway would connect

to the downtown street grid through new signalized intersections, improving accessibility and connectivity in the area.

This revised roadway configuration raised several questions for project sponsors, two of which formed the basis for the TAP study. The first overarching question centered around the potential for new commercial development in the area, particularly on the surface parking lots surrounding the State of New Jersey office buildings. Secondly, with expanded riverfront land, questions were raised about the design of a new riverfront park that would welcome the community while also remaining resilient to the Delaware River's occasional high-water conditions.

## Core Beliefs Motivating the Panel's Approach

As the panel reviewed the material provided by the Sponsors and considered the stakeholder insights, they identified the following core beliefs that motivated their approach to the recommendations to the Sponsors.

**It is not just a project; it is a city.** While much focus has been on the challenges and opportunities posed by such a monumental infrastructure project, the reason for the work and the improvements should remain focused on the city. Reconnecting the city, supporting its economic vibrancy, and creating opportunities for the city's residents and visitors to enjoy, explore, and love downtown Trenton.

**Scaleable wins generate momentum.** Moving a roadway like NJ29 is a massive

undertaking that will take years to complete. In the meantime, starting tomorrow, smaller improvements and scalable developments can launch, start to take hold, and form a solid foundation upon which to build the revitalization of this section of downtown Trenton.

**Start with the fundamentals.** It is tempting to lead with and announce an exciting, transformative design project that can completely reshape the riverfront. While a design project will certainly generate buzz, fundamentals like a strong economic base and solid market demand will need to be in place for any change to withstand the test of time.

**First things first.** This core message from the panel stresses the importance of an organic approach to the redevelopment of this important section of Trenton. Using a "build it and they will come" approach is often highly risky, and, in this case, would place a high degree of pressure on the ability of the redeveloped park space to catalyze the type of real estate and economic development that project leaders would like to see downtown. The roadway should be moved, but the timeline associated with a project of its size and scope opens the door to earlier and interim steps that can help advance this broader, longer-term work.

Finally, the panel considered the questions posed by the Sponsors, pulling key elements out of each to get to the heart of the challenge:

- Question 1: How can the project partners effectively communicate the varied

impacts and benefits of this work to all stakeholders? **This question is about messaging.**

- Question 2: How can multiple agencies work together to create conditions to motivate developers to build / redevelop within the study area, with a focus on the state-owned surface parking lots? This question was restated by the panel to ask what leadership structure should be implemented to execute a successful project. **This is fundamentally about governance during the process.**
- Question 3: How can the design of the street level and river's edge be functional as a park amenity, given the requirements to meet flood resiliency standards? **This question is about design.**
- Question 4: What strategies and investments can be put in place to improve the quality of life for residents and bolster local businesses to thrive? **This is about programming.**
- Question 5: Over what timeframe and order of steps should the project partners take to achieve their long-term vision and development goals for the study area? This question was restated to focus on how the project could be phased and activations implemented to (a) inform the long-term vision and development goals and (b) compile the data necessary to support development. **This is about urban design and programming.**

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# Urban Design

Urban design can significantly influence the vibrancy of a district, and downtown Trenton is no exception. With the clearing of the once bustling Bloomsbury neighborhood during the 1950s and 1960s urban renewal efforts, the connectivity of the southern half of the study area was interrupted. Streets were closed and homes and businesses cleared, making way for the new NJ29 highway, state office buildings, and large surface parking lots. Connectivity to the rest of downtown was now channeled into a few key streets, shifting traffic patterns while also helping to move people quickly through the area. Without homes and businesses lining the streets, there was little reason to slow or stop; the area became a destination for State of New Jersey office workers Monday through Friday and quiet at all other times.

With the proposed repositioning of the NJ29 roadway, there is an exciting opportunity to reclaim land used for highway infrastructure and parking lots and return much of the area to a more productive and vibrant use.

## Urban Design Goals

The panel detailed the following goals for the new urban design of the study area:

- A district urban plan and block configuration that advances walkability and connectivity from the upland neighborhoods of downtown Trenton.
- The necessary park investments related to the cut-and-fill approach integrate sustainability infrastructure that also adds value to the development potential.

- A parks and open space plan that integrates the Trent House, celebrates history and culture, and builds off of the Capital Park investment.
- A resiliency strategy that ensures that the infrastructure investments protect the district from the impacts of climate change and specifically flooding.
- A district vision that unlocks the potential of the State-owned parking lots with strategic investments like a structured parking garage.

## Street Grid Adjustments

A shift in sequencing—reclaiming the grid and repurposing the parking lots before the roadway is moved—is beneficial, as it allows for increased economic activity in the area in advance of other major investments and can begin to build the business case for future new development in the area.

The aerial images on the following page and below demonstrate how one proposed project design, which features an inland shift in the roadway, creates a strong framework for street reconnection through this section



This design concept reroutes NJ29 inland, creating an expanded riverfront park and more connected street grid.

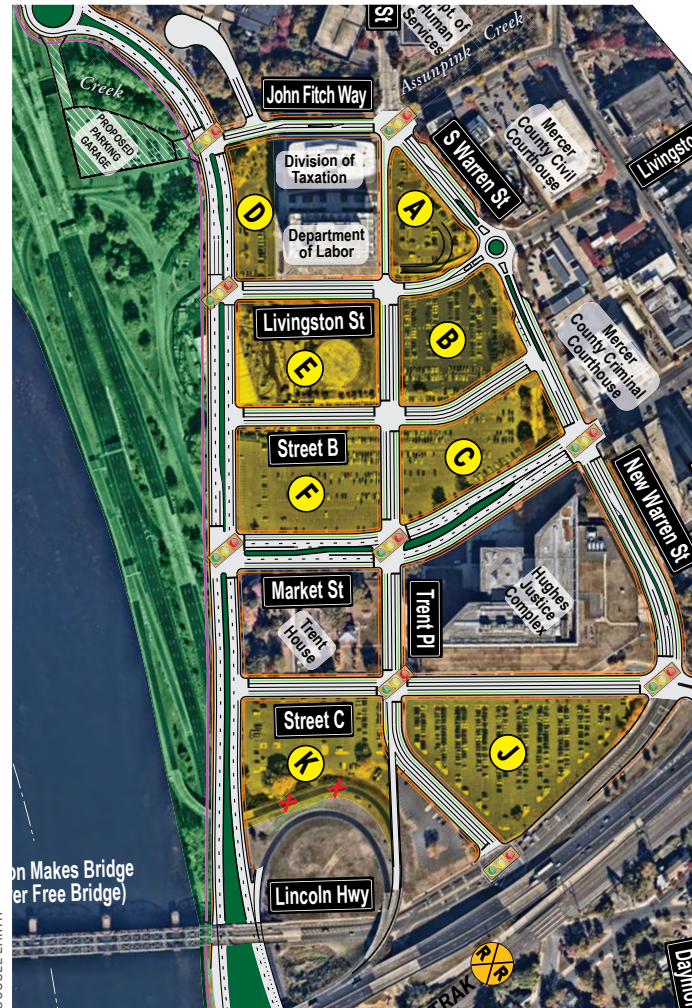
of downtown. The panel leveraged this grid network and proposed using it as the foundation for new activity in the area, well before a shovel breaks ground on the roadway reconfiguration.

Through its recommendations, the panel sought to increase the value of the land

within the study area in order to help drive future investment and development activity.

**Shift Warren Street to the west.** Warren Street, as it moves through the study area today, is a generously wide roadway that features a median, on-street parallel parking, and more parking lots along its western edge.

By shifting Warren Street to the west, the existing roadway right-of-way could become developable land that is directly connected to the rest of downtown. The new Warren Street right-of-way could shift instead into the surface parking lots, which should have excess capacity once the area has a parking garage option as recommended below.



The current land configuration (left) is juxtaposed against the concept design (center) and the ULI panel's recommendations (right) that leverages elements in the design concept to create vistas to the river, enhance connectivity across the site, and more valuable land for future development downtown.

**Reconfigure Market Street.** The designs under consideration feature an improved and impressive Market Street as a more significant entrance to downtown from the new NJ29. Leveraging this idea further, the panel recommends incorporating green stormwater infrastructure into the urban design and separating Market Street into two separate, smaller streets leading into and out of downtown. This division can assist with traffic flow into the area by providing more access points and greater connectivity.

These adjustments to the proposed street grid create vistas across the study area that could increase the value of these visually elevated spaces. Marked with the yellow asterisks on the map below, these more visible spaces would assist with navigating the area, could become desirable retail

destinations, or could be used to elevate the remarkable history of Trenton with visible historical markers.

## Parking Considerations

The surface parking lots that dominate the area today serve an important function for the area's office tenants. At the same time, these vast swaths of pavement are an inefficient use of what should be highly valued real estate along the Delaware River.

**Build a parking garage.** In order to unlock new development in the study area, the panel recommends the construction of a new parking garage in the area. The parcel bordered by Livingston Street on the north, B Street to the south, William Trent Place on the east, and a reconnected Memorial Drive on

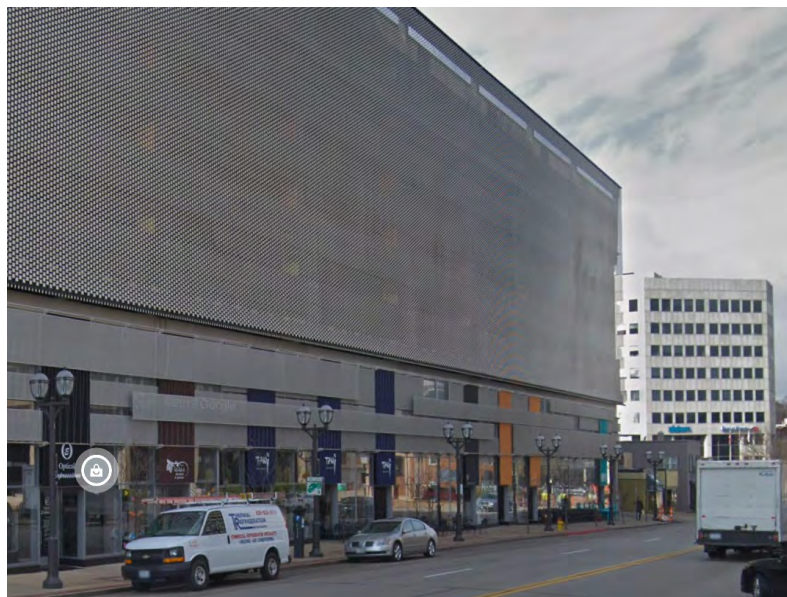
the west, would be a good location for such a garage, and a feasibility study, to determine if one could be built atop the existing cooling infrastructure, is warranted. The garage could be topped by a helipad, to replace the one on grade today, and serve the office workers in the two buildings directly north. The first floor could be wrapped in other uses, such as ground-floor retail and services, which are currently missing in the area.

### Reposition the surface lots for development.

Once a new garage is in place, the surrounding surface parking lots will be available for higher and better use as the need and demand dictate.

## Future Land Uses

On the parcels of land that hold surface parking today, the panel recommends the



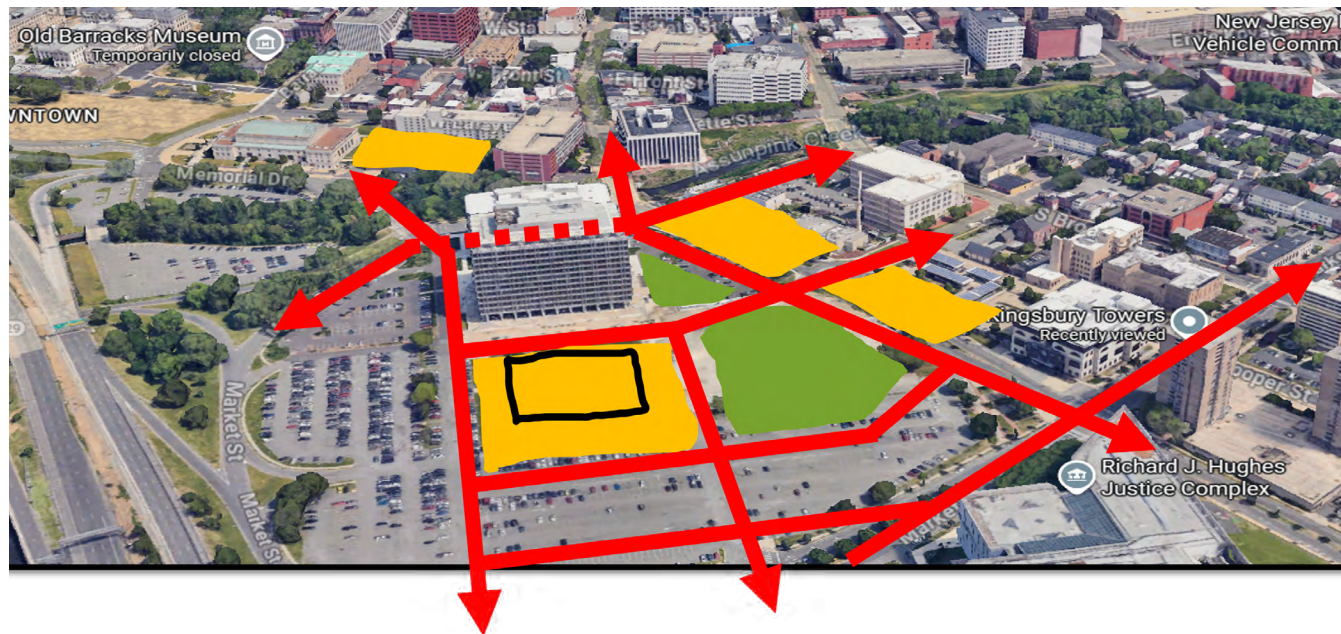
A new parking garage, outlined in black above, can be wrapped in retail and other commercial uses on the ground floor to help activate the streetscape and surrounding area.

Sponsors begin the process to reposition those parcels for new uses accordingly.

**Consider new green and open spaces.** In addition to the land along the river that the project plan will free for more active park use, the panel considered how additional green space, more internal to and closer to the downtown core, could complement the redesigned area and benefit residents, employees, and visitors of Trenton and its downtown.

**Plan for future building development.** In the map to the right, the panel considered how the reconfigured street grid could provide space for new buildings in the study area. Marked by the yellow squares, these new buildings complement and align with the current built environment and begin to create a more active streetscape along Warren Street in particular.

These urban design principles shaped a framework upon which the panel built its recommendations for programming, which can help further connect the study area with the rest of downtown and Trenton's population. This framework also sets the stage for a unified vision, a governance structure that can grow with the district, and messaging that will invite in the rest of the city as this important section of Trenton is reshaped.



The panel envisioned potential new building placement in the study area that could make use of the reconnected street grid as noted by the red lines and arrows. New green and open spaces could also help draw the community in and provide landing places for area festivals that will need to shift off of parking lots in the future.

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# Programming

The panel was struck by early advice from the American Institute of Architects prior to the construction of NJ Route 29 strongly urging City leaders to take a different approach—one that did not separate the city from the riverfront, that did not eliminate riverfront Stacy Park, and one that did not remove the Bloomsbury neighborhood. The present-day potential to re-envision this area provides the study Sponsors and the City of Trenton with an opportunity to repair some of that past harm, to reconnect the community to the river, and to repair the urban fabric of this important section of the city.

The panel recommends a parallel path that advances the longer-term work of redesigning the roadway while also building early community and commercial momentum through phased programming of the district.

## The Case for Leading with Programming

Rerouting the roadway will take time, as will rebuilding this section of Trenton. Important work can begin today, however, that can support the long-term viability and vitality of the area. Using these early months and years to test ideas and build momentum would be time well spent.

Throughout the stakeholder interviews, when asked about what takes place in the area, stakeholders said it is a place where State employees drive in, park, work, and then drive home. Transforming that environment into something new, active, and special will take

time. The empty parking lots of today can be transformed into a higher and better use for tomorrow using a phased approach to programming. Programming these spaces with pilot projects can begin to change the habits and mindsets of residents, area employees, and visitors. Data gathered from these pilot projects can be used to create a data-informed strategy for future commercial uses, as well as to reshape streets and park space to serve these new uses. The pilots can also serve as important proof-of-concept ideas for the rest of the development area. Moving from blank surface parking lots to vibrant active spaces can be scaled over time, testing new uses, adjusting, and scaling offerings along the way.

The panel recommends the following phased approach to activating the area:



Philadelphia Navy Yard seasonal food trucks serve employees and visitors.

Phase 0: Activate the area

Phase 1: Gain early wins

Phase 2: Identify concrete steps

Phase 3: Establish operational sustainability

The panel identified a host of early steps that can be taken to activate the study area and test the market. The latter phases should be shaped by the learnings from the early activations, and the descriptions below are therefore less robust than their earlier counterparts.

## Phase 0: Activation

This first phase of the programming transformation of the study area can begin now. Phase 0, the early activation stage, should feature a range of temporary events in the State-owned surface parking lots.

**Host pop-up activations.** Temporary pop-up activities can be used to test what works well as it relates to food and beverage offerings. Moving beyond the food trucks hosted today for employees on the site, a more robust offering could better serve employees on site as well as employees and residents in the surrounding areas. Simple retail offerings can be added to expand the reach and appeal of the pop-ups, with information being tracked as to which vendors find success and which ones need to be swapped out for other uses.

**Establish a managing entity.** Given the restrictions associated with individual vendors operating on State-owned property, the Sponsors are encouraged to contract with

a management company that can establish and sign the contracts needed and pursue items like securing a liquor license.

**Encourage feedback and interactivity.** In addition to polling the vendors to gauge retail success, project partners could use QR codes to solicit feedback from consumers, to share potential project renderings, and encourage further interactivity across the site with games, puzzles, or prizes. Tools like Placer AI can help gather the type of market data that future potential tenants, particularly retailers, will need to make sound business decisions.

**Keep things flexible.** Hosting the type of activations envisioned by the panel will not require substantial investments in the early days. Vendors will benefit from having access to both water and electricity at the site, but any additional infrastructure should

remain flexible at this stage. Project partners are also encouraged to leverage movable, flexible activations that can remain weather and flooding-resilient over time.

## Phase 1: More Early Wins

During Phase 1, successful uses identified in Phase 0 are strengthened and supported, and additional ideas are tested.

**Host weekend activations.** In addition to the weekday activities catering to downtown employees, adding regularly recurring weekend activations can help broaden the appeal of study area activities out into the broader downtown neighborhood.

**Partner with artists to help activate the senses.** Working with artists, particularly those who are or can remain flexible and have a high risk tolerance, can expand the activities at the

site and help elevate its visibility. Visual artists can help transform the parking lots. Musicians can create the soundtracks to the activations and broadcast the music to draw more people to the area. Art can appeal to all of the senses.

**Host annual events.** The wide expanse of the surface parking lots could prove to be a great location for a broader community gathering or festival. Annual events, held during the same time of year in the same location, can help raise the visibility of the site as something other than an asphalt lot for State workers. Larger events can also help revive some of the community engagement and spirit that was lost when events like the Heritage Festival fell by the wayside.

**Seek aligned interests.** The typical work schedule of the office workers brings people to the area at times that are generally opposite to the surrounding residential neighborhoods, which tend to empty out during the daytime. Finding opportunities to host events or vendors that would be of interest to both groups, perhaps late in the day when their timing might overlap, would bring more people in and help ensure that the vendors have every chance to succeed. This might include an expansion of the First Fridays activities, spanning multiple days or starting earlier in the afternoon and sticking around into the evening for nearby residents.

**Establish a small business incubator.** The temporary nature of the vendors and their offerings is important in the early days, but the goal should remain the development of



Events like [Parks on Tap](#) (left) and this parking lot activation by Better Block (right) can transform otherwise blank open space into exciting community gathering spaces.

more permanent businesses operating in the study area. A small business incubator can help young businesses get on their feet and provide important support for those more seasoned operators.

**Create data collection methods.** The use of Placer AI or similar tools can provide great insights throughout these phases. Ongoing data collection should be established early so that it becomes an ingrained function of operating on the site. Again, this data—number of visitors, days of the week, times of day, goods sold, etc.—is important while shaping the early activations and is even more valuable in later days when potential tenants are considering leasing built space in the district.

## Phase 2: Concrete Steps

Using the data and experiential information from the early phases, the entity managing the site’s activations can continue to improve the offerings, maintain and increase momentum, and continue to draw visitors to the site.

**Identify a reliable long-term income stream.** Although early funding support may come from public sources associated with the landowners, ongoing programming funding will likely require a different resource more directly aligned with or dedicated to programming at the site. Entities like an improvement district can be established and funded through a sales tax in a specified geography. Funds gathered through that taxing entity can be used to improve the

related public spaces, host programming for the area, and market the events.

## Phase 3: Operational Sustainability

The latter phase of programming should shift to operational sustainability. At a time when the community has accepted and recognizes the site as the location for particular activities or food offerings, the bulk of the work can shift to managing ongoing operations and supporting the sustainability of the offerings.

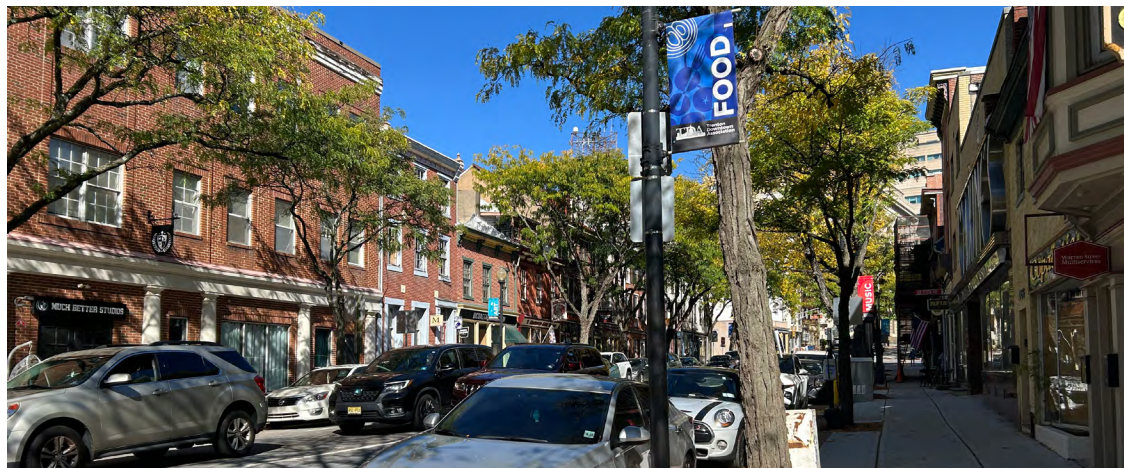
**Focus for the long term.** While early focus was placed on building a market, in Phase 3, that focus can shift to the public spaces in the district. Once the construction of new district buildings begins, programming will need to shift to parks and other designated open spaces. An organization should be identified to permanently manage the activations,

concerts, and art that will be hosted in those parks and open spaces.

### **Add permanent business support structures.**

Those early business ideas that launched on a parking lot may find opportunities to grow into permanent spaces in this phase. Whether through the help of the incubator or some other entity focused on business success downtown, additional business support structures will be needed to ensure that businesses that choose to stay have ample opportunity to find and secure space.

**Address commercial programming.** At this later stage, activations make way for serving the needs of residents, businesses, and workers. These businesses will have become a thread in the fabric of the community, no longer a temporary activation but instead a steadfast member of the community. There should be little separation between these businesses and those in the surrounding downtown.



Existing downtown businesses should be included in the economic development and business support efforts.

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# Governance

The range of public entities involved in this roadway reconfiguration and redevelopment scenario is wide. Of particular note, the State of New Jersey is the major landowner, and Mercer County is a key player; thus, the initiatives posed by the panel will benefit from both the Governor's support and that of the County Executive.

## Foundational Governance

**Establish a taskforce.** The necessary early involvement of a host of public agencies in redevelopment and programming activities within the study site points to the need for an intra-agency taskforce. Established early, this taskforce would include the City of Trenton, Mercer County, the Treasury of the State of New Jersey, the New Jersey Department of Environmental Protection, the New Jersey Department of Transportation, the Economic Development Authority, the New Jersey Housing and Mortgage Finance Agency, the Capital City Redevelopment Corporation, the New Jersey Department of Community Affairs, and other state-level stakeholders. In addition, the State Assembly and Senate representatives should also be invited to serve on the taskforce.

**Establish a point person.** The range of potential partners on the taskforce is wide. Establishing a central point person who can own the process and serve as a central point of contact will be helpful in ensuring that nothing gets lost in the messaging between agencies and that there is a clear person to call for more information. This person can



Under renovation, the Kingsbury Towers will deliver additional residential options to downtown Trenton.

also be the one who leads the navigation of the permitting, regulatory, cross-agency, and jurisdictional questions and concerns raised throughout the life of the project's phases.

**Establish ongoing responsibilities.** While the taskforce will guide the work broadly, clarity will be needed around the specific roles member entities will play throughout the project's phases. For example, the County Executive's office is encouraged to coordinate with Capital City Redevelopment Corporation to establish the range of operational mechanisms that will support the ongoing activations in the area.

## Special Improvement District

The County Executive and the Capital City Redevelopment Corporation are encouraged to work together to form a special improvement district (SID) to manage the early work of activating the area, ensure that the activation continues, and engage with the community. The panel anticipates that the SID would have the following roles and responsibilities.

**Establish a board.** An organizational board will be needed to manage the improvement district. Members of the community should be included in that board.

**Articulate the organization's responsibilities.** Early responsibilities of the SID would include pursuing funding for programming of the early phases. This funding could include State, County, and City funding as well as potential corporate, local business, non-profit,

and philanthropic funding and sponsorship sources. The SID would also be responsible for navigating legal and contractual issues related to management, insurance, and indemnity for events and for addressing any evolving legal requirements of the organization.

**Ensure that the district is clean and safe.**

The area needs to be seen as being clean and safe to visit. This should remain a foundational priority of the SID throughout its existence, ensuring that events are safe, that the area remains clean and feels comfortable to employees and visitors on a daily basis, and that there are visible people who are tasked with supporting the safety of the area beyond the services of the local police. The SID should spearhead pre- and post-event clean-up, whether contracting services directly or ensuring that hosting entities are

addressing these matters. This work and other event-related tasks could be contracted out to an organization hired to organize and run district events.

## Redevelopment Organization

The focus on redevelopment would best be suited for the Capital City Redevelopment Corporation, an entity that can remain laser-focused on the progression of development in the area. The panel identified three key responsibilities of the redevelopment organization:

**As a member of the task force, plan for the disposition of State-owned assets.**

The redevelopment organization would be responsible for coordinating with the taskforce, economic development agency,

and point person throughout real estate dispositions.

**Work with the City to create redevelopment plans.** The redevelopment team would need to coordinate with the City to create an Area in Need of Rehabilitation Development Opportunities (AINR) plan, which is required to enable the redevelopment plans at the City level. The AINR can then be used to support future payments in lieu of taxes (PILOTs) and redevelopment area bonds (RABs), if appropriate, as of-right zoning mechanisms.

**Coordinate with the taskforce on the ultimate NJ29 repositioning plans.** The redevelopment organization could then play a key role in the ultimate decision-making around the NJ29 roadway relocation and flood resiliency work.



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# Messaging

In honor of being in the capital of the Garden State, the panel's advice for messaging around the potential development and redevelopment of the study site and emerging district is to "bloom in a blank space." As one stakeholder noted, it took years to deconstruct the park and neighborhood in advance of the highway construction; it will take years to build it back. Now is the time to plant the seeds for something new, allow it to grow, and nurture it with the help of the community and civic leaders. The result is the emergence of a new district that can be welcomed, embraced, and enjoyed by the entire community.

## Core Messaging

The panel identified a few core elements that can help taskforce members, development partners, and community members remain engaged over the course of what will certainly be a multi-year project.

**It is not just a government-run development project.** The broad-based buy-in required of this work necessitates that everyone can see and understand the role they can and should play in the effort. Positioning this as a data-informed redevelopment project led by a cross-sectional partnership and taskforce can help open the door to potential developers and quasi-governmental partners who might like to participate in some of the development work.

**There are dedicated spaces for downtown business owners to grow.** While some of the new commercial spaces developed on the site may attract businesses from out of the

area or encourage entrepreneurs to open a new business, it will be just as important to position the area as a great location for an existing downtown or Trenton business to grow and incubate ideas beyond their current business location.

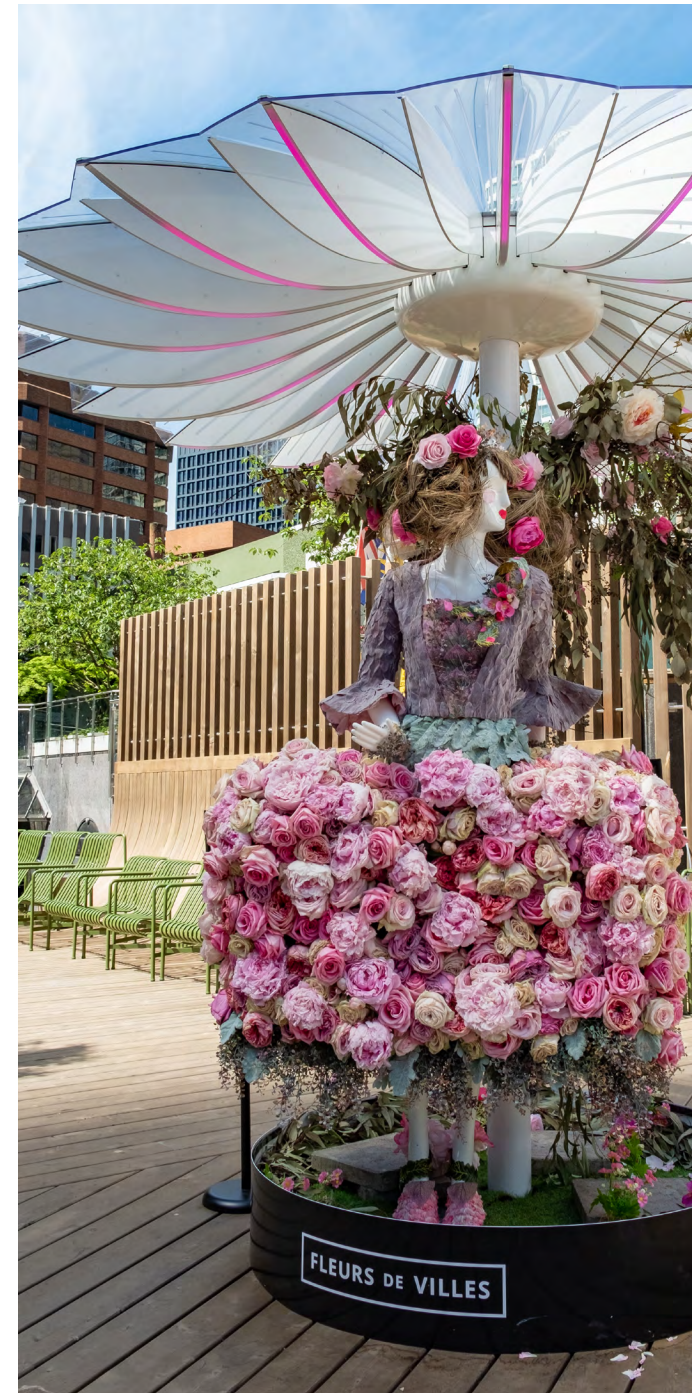
### **It is a place for creativity, opportunity, sustainability, and environmental resilience.**

The development opportunities afforded to the community in this nearly blank slate means that it can be shaped from Day 1 with the aspirational messaging and development goals in the forefront. Creativity and new opportunities should drive excitement in the district. Additionally, approaching all new projects in the district through a sustainability and environmental resilience lens can help ensure the viability of the work in the long term and lessen the potential environmental impacts of new development in downtown Trenton.

## Additional Considerations

Through the course of the stakeholder interviews, the panel identified a number of other messages that may need to be folded into the broader communications about redevelopment in the district.

**This is an opportunity for increased municipal revenue.** These investments in the study area are also investments in Trenton's downtown. The work represents a new opportunity for the City to play an important role in the governance of the area, folding it into the downtown fabric rather than operating around the edges of the parcels.



**The State is supporting additional municipal funding.** By eventually turning some of these parcels over for private development, the State is returning parcels to the City's tax rolls. This shift and increased revenue back to the City can help support Trenton's ability to remain self-sufficient and less reliant on supplemental State funding.

**There is an exciting opportunity to cross-pollinate ideas and expertise.** Through this work and by leveraging the proposed cross-departmental taskforce, the partners can each benefit from the resources and expertise found at the various levels of government. This breaking down of silos for the NJ29 realignment and the related development work can inspire other similar partnership opportunities and encourage all entities to work together more effectively and more frequently.

**Job growth is a clear joint goal.** Across the board, all partners and stakeholders viewed with excitement the opportunity to bring more jobs to the area through development in the district.

**Create a dedicated project page for the project.** There is so much information about the history of NJ29, about the various plans for its realignment, and the potential repositioning of real estate around it. Moving forward, to support transparency across all project partners, a single project portal would be a welcome addition to the process. A central site that hosts data, meeting minutes, procurement information, and a central calendar should be an early first step.



The NJ29 project represents a transformational opportunity for downtown Trenton.

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# Summary

The following summary pulls together the key elements of the panel's recommendations and aligns each in relation to the initial questions for the TAP as reframed by the panel.

**Question 1: How can the project partners effectively communicate the varied impacts and benefits of this work to all stakeholders?**

As detailed in the Programming, Governance, and Messaging sections, transformational impacts in the form of economic development and benefits to the greater Trenton community stand the greatest chance of success through an incremental approach to activating and encouraging use of the study area by local residents and State employees.

Pursue a parallel strategy that continues to advance the NJ29 super project while taking iterative steps to ensure the project is a success. The varied impacts and benefits of potential redevelopment options can be communicated and explored through phased approaches to activating the study area.

- This phased approach can help manage up-front costs, potentially minimizing the challenges that would otherwise be inherent in trying to communicate and gain support for the highway project exclusively.
- The approach also leverages key experience and feedback data from stakeholders, particularly feedback from nearby residents and the business community, as to the most effective utilization of the study area.

*While the issues in the table below were not central to the TAP questions, the Sponsors asked the panel to consider each issue through the course of the TAP process. The check marks below indicate which of the panel's recommendations also address the Sponsors' additional concerns.*

Additional Considerations	Urban Design	Programming	Governance	Messaging
Street network / block layout, including pedestrian/bike/transit connectivity	✓	✓		✓
Development regulations			✓	
Consistency of urban design standards	✓			
Waterfront access and activities	✓	✓		✓
Activation of other assets in the area		✓		✓
Climate adaptation	✓	✓		
Branding/naming/image		✓		✓

- This feedback and data can also inform the subsequent preparation of redevelopment plans for the area, including the design of parks, improving flood resiliency, and the anticipated benefits and preferences for the future relocation of the NJ29 roadway.

**Question 2: What leadership structure should be implemented to execute a successful project?**

Projects of this scope and vision require champions at all levels of government. As detailed in the Governance section, the level of regulatory and political complexity can

become daunting when considering the wide range of potential issues, such as:

- Event planning and execution on State-owned property;
- The potential disposition of State-owned assets; and
- Motivating developers to build and redevelop within the study area at a scale requiring capital market confidence. (The investment would need to not be solely reliant on subsidizing development to the potential detriment of the City.)

For this reason, the panel recommends that the Governor and the County Executive form

a taskforce to advance the programming and redevelopment goals outlined by the panel, with a designated individual point person tasked with assisting with the navigation of multi-agency regulatory involvement.

**Question 3: How can the design of the street level and river's edge be functional as a park amenity, given the requirements to meet flood resiliency standards?**

In addition to researching and consulting with other jurisdictions that have successfully integrated high-quality design into resiliency projects, the panel recommends gathering input and data through the incremental programming and associated data collection recommended in the Programming section and using that information to help guide design direction.

For example, the panel recommended using input and data to inform decisions regarding the redevelopment options associated with

either a larger park along the riverfront or a greenway that features pocket parks tying back into the remainder of the study area.

**Question 4: What strategies and investments can be put in place to improve the quality of life for residents and bolster local businesses to thrive?**

The panel's recommendations are intended to maximize the ability to gather community input and data as to what strategies for redevelopment of the study area would improve residents' quality of life and support and integrate economic development efforts to bolster local businesses.

The goal of fostering robust data collection is to support capital investment by developers and capital markets, thereby limiting potential reliance on public subsidies to create the mixed-use development needed to support economic development. (It should be noted that redevelopment tools such as

tax abatements utilizing redevelopment area bonds may still be necessary.) As noted in the Programming section, a focus on promoting local business and industry incubation should be an important component of this plan.

**Question 5: How can the project be phased and activations be implemented to (a) inform the long-term vision and development goals and (b) compile the data necessary to support development?**

As detailed throughout the panel's recommendations, economic development and benefits to the greater Trenton community would have the greatest chance of success through an incremental approach to activating and using the study area by local residents and State employees.

The benefit of this approach (beyond just managing up-front costs) is that there are immediate actionable elements of the plan



that can begin to demonstrate progress, even in very early days. This approach also helps avoid the potential paralysis that can accompany large-scale development decisions in the absence of the kind of key data the panel recommends gathering throughout the programming phases. This early data collection is key before expensive and permanent design decisions are made.

The relocation of NJ29 is on the horizon. By pursuing these incremental steps, the longer timeline needed to develop the right realignment plan would not impede other important progress nor additional stakeholder and community buy-in, both of which should help build momentum for community acceptance and use once the new roadway and associated developments are eventually in place.

## Big Ideas Not Yet Discussed

Through the course of addressing the questions posed by the Sponsors, the panel touched on two additional ideas that might be worth exploring further by the TAP Sponsors:

- **Capital cities convening.** The challenges faced by Trenton, Harrisburg, Albany, and other northeastern capital cities are not dissimilar. The Sponsors and the City of Trenton are encouraged to test the waters with their peers and gauge potential interest in a convening of capital cities. Whether held in a formal manner or launched with more casual conversations, sharing challenges and solutions across similarly situated cities could prove

particularly beneficial in the face of some of these large-scale, complex undertakings.

- **Harrisburg sale to lease model.** In a recent TAP in Harrisburg, Pennsylvania, panelists recommended that the State of Pennsylvania consider selling certain properties, particularly office buildings, and then leasing space back for its operations. This model poses several benefits to the parties, including returning the real estate to the local tax rolls, freeing up capital assets associated with ownership of the real estate, and providing the State of Pennsylvania with greater flexibility in the amount of space its agencies occupy.

## Conclusion

As the panel stated in its core beliefs, this work is about more than just a project—it is about Trenton and the health and vitality of its downtown and riverfront. With the massive undertaking of moving NJ29 before it, the pressure to get every move right at every stage can become paralyzing for project partners. By approaching the early work in phases, using programming and scalable wins to generate momentum, and gathering data along the way, the answers become clearer. Starting with economic fundamentals, like connecting into the surrounding downtown and supporting existing business growth and expansion, the case can be made for the eventual mixed-use development that the Sponsors seek for the study area.

## Additional Resources

The following additional resources may be helpful to project partners.

[Transportation Transformations: How Highway Conversions Can Pave the Way for More Inclusive and Resilient Places.](#)

This report highlights connections among transportation infrastructure and health, resilience, and development opportunities. It makes the case for leveraging public and private funds to support efforts to reconnect communities divided by automobile-oriented infrastructure. Finally, it shares examples of efforts to reconnect communities through transportation investments, parks, equitable development, and more.

[Camden, New Jersey: 10 Minute Walk National Study Visit.](#)

During the national study visit, the experts provided strategic guidance related to short-term park operations, maintenance, and programming; infrastructure access routes to the park; and the long-term potential for Cramer Hill Waterfront Park to contribute toward Cramer Hill's and Camden's vitality.

The panel's answer to the NJ29 shift—a concurrent, parallel, and iterative path—should end up giving project partners and the TAP Sponsors breathing room to make sound, positive, and lasting decisions along the way that build momentum and lay the foundation for a better-connected downtown and more appealing and accessible riverfront when the NJ29 roadway does finally shift.



# About the Panel

**PANEL CHAIR**  
**Vaughn Ross**

**Founder & Principal**  
**Rvesta**



Vaughn served as the First Deputy Chief of Staff to Philadelphia Mayor Jim Kenney from 2016-2021. In his time with Mayor Kenney, he retained a portfolio of departments focused on economic development including the department of Planning and Development; the Commerce Department; and the Office of Transportation, Infrastructure, and Sustainability

Prior to joining municipal government, Vaughn spent five years as a fundraiser for political campaigns in and around Philadelphia. He led successful fundraising efforts, culminating in Mayor Kenney's 2015 victory, and oversaw direct donor outreach, principal management, and financial compliance.

Vaughn is a commissioner of the Delaware River Port Authority, the bi-state agency responsible for managing four bridge crossings between Pennsylvania and Delaware as well as the PATCO High-speed line, serves as treasurer of the Philadelphia City Fund, a city-associated non-profit organization that both serves as a financial administrator for donor-restricted grants to the City of Philadelphia and administers a board-directed targeted community grant program, and serves on the board of Germantown United CDC, his neighborhood community development corporation. He is a former co-chair of the Philadelphia chapter of ULI's TAP Committee, former member of the board of Philadelphia250, and former member of Philadelphia Soccer 2026.

He is a member of the African American Chamber of Commerce of PA, NJ, DE, the Greater Philadelphia Chamber of Commerce, and ULI. He has a B.A. in International Relations from Lehigh University.

**Dan Bhaumik**

**Transportation Engineer**  
**TYLin**



Dan is a transportation engineer specializing in traffic safety, design and planning through New Jersey and Southeastern Pennsylvania. He has spent nearly a decade delivering studies, designs, and highway safety evaluations for state, county, and municipal clients, with a focus on technical transportation solutions within community-scale goals.

He currently serves as an in-house staff lead consultant for NJDOT's Bureau of Safety Improvement Programs (BSIP), where he leads data-driven evaluations according to Safe Systems Approach methodology to implement Highway Safety Improvement Program (HSIP) objectives.

Before serving in this capacity, Dan worked on various traffic and transportation projects for regional clients including PennDOT, NYSDOT, and the Port Authority of NY & NJ, as well as multiple Delaware Valley and Lehigh Valley municipalities and private developers. His project experience spans concept-level traffic calming and access management through final design documentation and plan production. He received his Bachelor of Science in Civil Engineering (BSCE) from Temple University in 2015.

Outside of work, Dan serves in multiple volunteer roles. He has recently been a co-chair for ULI Philadelphia's Young Leaders Group (YLG), and a board member for the American Society of Civil Engineers Young Member Forum (ASCE YMF). He is a member of ULI Philadelphia and the Greater Philadelphia Chamber of Commerce, and planning member for Transportation Camp Philadelphia (TCPHL) for the past 3 years. Through 2026, he will be one of two chairs planning a 200-person technical conference in southern NJ for the Mid-Atlantic Section of the Institute of Transportation Engineers (MASITE).

**Aubrey Haines**

**CEO**  
**Princeton Property**  
**Partners**



Aubrey Haines has over 38 years' experience in the Princeton/ Mercer County commercial real estate market and has been responsible for negotiating over \$2.8 billion in acquisitions, leasing and sales transactions. He has quarterbacked a myriad of entitlements projects ranging from single-family homes to townhomes to large-scale industrial, office and mixed-use properties.

As CEO of Princeton Property Partners, Aubrey is responsible for leading our asset management, development and investment Team and oversees our brokerage, management and construction activities at all PPP-owned properties.

Aubrey is currently leading his team in the acquisition, entitlements, development and lease-up of over \$100 million of mixed-use properties in the Princeton Region. With his international partners, Aubrey is working to fuse the best of European design techniques with the practicality of American architecture to offer tenants in PPP buildings a superior experience.

Aubrey majored in Economics at Tufts University where he graduated with a Bachelor of Arts degree in 1985. He also spent a year at The London School of Economics in 1983-84.

## Nate Hommel

### Director of Planning and Design University City District

Nate Hommel is a seasoned urban designer, public space strategist, and speaker with over 23 years of experience shaping more vibrant, inclusive cities. He is the Founder and Principal of Space Between Urban Design Strategies, an independent consultancy that helps cities, campuses, and innovation districts unlock the potential of their public realm through fast, phased, and impactful design interventions.

Nate currently serves as the Director of Planning and Design at University City District (UCD) in Philadelphia, where he has led major public space initiatives for over 13 years. His portfolio includes the transformation of The Porch at 30th Street Station, Trolley Portal Gardens, and a network of pedestrian plazas that have redefined neighborhood life across West Philadelphia. He also pioneered one of Philadelphia's first and most expansive parklet programs, creating vibrant gathering spaces in former curbside parking spots, and helped launch a landscape-based social enterprise, Green City Works, that provides job training and green space maintenance for underserved communities. His work at UCD combines placemaking, tactical urbanism, workforce development, and long-term stewardship, earning recognition as a model for equitable and implementable public space design.

Outside of his professional roles, Nate is a dedicated volunteer and mentor, advising early-career urbanists, serving on design juries, and supporting community-led placemaking efforts.



## Nando Micale

### Principal LRK

Nando is a Principal with the national planning and design firm of LRK in Philadelphia. Over 35 years of practice, he has led projects focused on urban design, adaptive re-use and infill, and the architectural design of inclusionary and affordable housing at multiple scales across the country. Prior to LRK, Nando was a Principal with WRT, where his career was built on collaboration with urban planners and landscape architects and many of his projects were at the intersection of development, equity, water issues, and place making. Nando is on the Neighborhood Planning & Development Council of Philadelphia Urban Land Institute and serves on both the Resiliency and Awards Committees. For 30 years Nando was an Adjunct Professor at the University of Pennsylvania, where he has taught Urban Design Principles and Theory, City Planning Studios, and the Urban Design Capstone Studio, which focused on equitable, resilient solutions for development in North and South America. Over the last few years Nando serves as a Senior Fellow with the US Water Alliance, a national nonprofit organization advancing policies and programs that build a sustainable water future for all.



## Nicole Robertson

### Principal Transform Advisory Company

Nicole is Principal of Transform Advisory Company, a consulting firm specializing in real estate advisory for developers, institutions, nonprofits, and government entities. Transform Advisory supports the entire real estate lifecycle. Nicole offers broad expertise refined through private sector roles in real estate investment and development and sophisticated service within the United States Government.

Prior to founding Transform Advisory, Nicole was Director of Investments at a real estate development firm. She lent analytical depth supporting the firm's portfolio expansion, responsible for underwriting, negotiating and capitalizing development and management opportunities nationwide. Nicole has held real estate roles at firms in Philadelphia, PA and Washington, DC along with an economic development agency.

Earlier, Nicole served in the DC Headquarters of a major department of the U.S. Government. Within its corporate team, Nicole managed a multi-billion-dollar budget, refined analysis into executive recommendations, briefed leadership teams, helped manage nationwide real estate assets, and consulted on priority initiatives.

Nicole earned her MBA from The Wharton School of the University of Pennsylvania with majors in Real Estate and Business Economics & Public Policy, a Master of Professional Studies in Real Estate from Georgetown University, and a B.A. in Mathematics with double minors in Business Administration and Studio Art from Georgetown University.



## Thomas J. Trautner, Jr.

**Chair, Redevelopment,  
Land Use & Zoning  
Chiesa Shahinian &  
Giantomasi PC**



Thomas J. Trautner Jr. is an experienced real estate development lawyer, with a diverse practice serving as counselor, strategic architect and (when the situation calls) litigator. He excels in helping clients navigate the entitlements process through his breadth of knowledge regarding subjects, which include redevelopment, eminent domain and affordable housing (allowing him to cost-effectively provide guidance on a broad range of issues).

Early in his career, Tom's practice often focused on affordable housing and eminent domain – evolving from his experience as a law clerk to the Honorable Eugene D. Serpentelli, A.J.S.C., one of the State's original Mount Laurel Judges. Ultimately, his practice evolved to include virtually all facets of the entitlements and redevelopment process.

As a seasoned litigator possessing a nuanced understanding of the complex regulatory scheme impacting the entitlements process, Tom is able to spot issues early and advise clients on how to avoid obstacles. His ability to draw upon his comprehensive background and experience (whether negotiating a redevelopment agreement, appearing before a hostile land use board, or arguing before the New Jersey Supreme Court) affords a level of confidence and competence to find innovative approaches to getting projects timely approved and timely built while simultaneously managing costs.